

Memorial Hospital, Inc.  
216 Sunset Place  
Neillsville, WI 54456  
(715) 743-3101

Type: 15  
Control: Other Not for Profit  
Fiscal Year: 01/01/02 to 12/31/02

County: Clark  
Analysis Area: West Central (5A)  
Volume Group: 2

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	26.2%	57.4%	0.46	40.7%	0.64	30.0%	0.88	24.1%	1.09
Obstetrics	10.8%	39.6%	0.27	25.7%	0.42	16.4%	0.66	10.1%	1.07
Pediatrics	. %	48.0%	.	19.5%	.	6.4%	.	18.1%	.
Total hospital	25.1%	55.9%	0.45	40.7%	0.62	28.9%	0.87	22.7%	1.11
Average Census (Patients)									
Adult medical-surgical	6.6	30.4	0.22	14.0	0.47	5.7	1.15	6.0	1.09
Obstetrics	0.2	3.9	0.06	1.5	0.14	0.2	1.01	0.2	1.07
Pediatrics	0.0	1.8	0.00	0.1	0.00	0.0	0.00	0.4	0.00
Total hospital	6.8	55.4	0.12	21.3	0.32	7.2	0.94	6.6	1.03
Average Length of Stay (Days)									
Adult medical-surgical	3.0	3.9	0.76	3.2	0.94	3.3	0.92	3.2	0.94
Obstetrics	2.0	2.4	0.84	2.3	0.90	2.1	0.95	2.0	1.01
Pediatrics	.	2.4	.	2.1	.	1.8	.	1.8	.
Total hospital	3.0	4.3	0.68	3.3	0.89	2.2	1.35	3.0	0.99
Surgical Operations									
Inpatient	72	1,424	0.05	546	0.13	161	0.45	109	0.66
Outpatient	162	3,187	0.05	1,316	0.12	905	0.18	134	1.21
Inpatient as % of all surgeries	30.8%	30.9%	1.00	29.3%	1.05	15.1%	2.03	44.9%	0.69
Outpatient Visits									
Non-emergency visits	71,958	75,046	0.96	34,358	2.09	28,464	2.53	70,406	1.02
Emergency visits	3,342	14,086	0.24	6,829	0.49	5,806	0.58	5,431	0.62
Full-time Equivalents (FTEs)									
Administrators	3.9	14.8	0.26	9.4	0.42	4.7	0.83	4.0	0.99
Nurses, licensed	22.8	160.1	0.14	68.9	0.33	29.7	0.77	23.3	0.98
Ancillary nursing personnel	10.2	54.3	0.19	29.3	0.35	8.9	1.14	9.5	1.07
All other personnel	72.4	384.2	0.19	155.7	0.46	78.0	0.93	69.4	1.04
Total FTEs	109.3	613.5	0.18	263.3	0.41	121.3	0.90	106.1	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	25.3	14.6	1.73	20.7	1.22	23.2	1.09	26.8	0.94
Nurses, licensed	146.8	157.9	0.93	151.1	0.97	145.5	1.01	158.0	0.93
Ancillary nursing personnel	65.3	53.6	1.22	64.1	1.02	43.6	1.50	64.1	1.02
All other personnel	465.5	378.9	1.23	341.3	1.36	382.7	1.22	470.6	0.99
Total FTEs	702.9	605.0	1.16	577.2	1.22	595.0	1.18	719.5	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	27	Health maintenance		Beds set up and staffed	5	Bassinets	2
Discharges	1,142	organization (HMO)	Yes	Discharges	42	Total births	32
Inpatient days	2,474	Preferred Provider		Inpatient days	566	Newborn days	61
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 12/31/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
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General Medical-Surgical:							
Adult medical-surgical, acute	1	25	795	2,395	26.2%	6.6	3.0
Orthopedic	5	0	0	0	. %	0.0	.
Rehab. and physical medicine	5	0	0	0	. %	0.0	.
Hospice	4	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	0	0	0	. %	0.0	.
Obstetrics	1	2	39	79	10.8%	0.2	2.0
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	5	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	5	0	0	0	. %	0.0	.
Cardiac intensive care	5	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	5	0	0	0	. %	0.0	.
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.
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Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
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Administrators/asst. administrators	0	7	3.9	Radiological services personnel	4	2	4.8
Physicians and dentists	0	10	3.1	Occupational therapists	0	0	0.0
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	0	0	0.0
Registered nurses	14	14	20.2	Physical therapists	3	0	3.0
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	4	5.1
Licensed practical nurses	2	2	2.7	Recreational therapists	0	0	0.0
Ancillary nursing personnel	4	13	10.2	Psychologists	0	0	0.0
Physician assistants	0	2	0.5	Social workers	0	3	0.7
Nurse Practitioners	0	0	0.0	All other health professionals	0	1	0.7
Medical records personnel	0	10	8.0	All other personnel	2	91	34.4
Pharmacy personnel	3	3	4.8	-----			
Clinical laboratory personnel	5	4	7.4	TOTAL	39	166	109.3

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$15,886,772	Cash and cash equivalents	\$447,816	Current liabilities	\$2,358,274
Less deductions	6,268,265	Net Patient receivables	2,806,664	Long-term debt	3,058,493
Net patient revenue	9,618,507	Other receivables	108,120	Other liabilities	9,430
Plus other revenue	91,455	Land, bldgs and equip: Net	4,754,859	Subtotal	5,426,197
Total revenue	9,709,962	Other assets	4,988,654		
Less expenses	8,712,798			Unrestricted fund balance	7,679,916
Nonoperating gains/losses	61,956	Total Assets	\$13,106,113	Total liabilities & fund balance	\$13,106,113
Net Income	\$1,059,120			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$7,966,974]	50.1%	41.7%	1.20	43.8%	1.14	45.6%	1.10	61.6%	0.81
Medical Assistance [ \$1,757,774]	11.1%	9.0%	1.23	7.8%	1.42	7.8%	1.42	9.1%	1.21
Commercial [ \$5,373,301]	33.8%	43.2%	0.78	42.3%	0.80	39.7%	0.85	26.7%	1.27
All other [ \$788,723]	5.0%	6.1%	0.81	6.1%	0.81	6.9%	0.72	2.6%	1.92
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$4,222,645]	26.6%	23.7%	1.12	23.2%	1.15	21.9%	1.21	30.1%	0.88
Medical Assistance [ \$652,986]	4.1%	6.0%	0.69	4.9%	0.83	4.0%	1.02	4.1%	1.00
Commercial [ \$1,231,946]	7.8%	9.4%	0.82	6.5%	1.20	6.1%	1.26	3.4%	2.27
Charity care [ \$160,688]	1.0%	1.2%	0.84	0.8%	1.25	0.7%	1.40	0.9%	1.17
All other [ \$0]	0.0%	1.4%	0.00	1.0%	0.00	0.9%	0.00	0.0%	.
Total deductions [ \$6,268,265]	39.5%	41.7%	0.95	36.4%	1.08	33.7%	1.17	38.5%	1.03
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	0.9%	5.1%	0.19	3.2%	0.29	2.9%	0.32	1.3%	0.72
Net gains/losses as % of net income	5.8%	5.3%	1.10	5.8%	1.01	0.4%	14.84	16.1%	0.36
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$5,197,674]	59.7%	47.8%	1.25	52.1%	1.15	51.8%	1.15	59.8%	1.00
Supplies and services[ \$2,669,458]	30.6%	40.5%	0.76	36.4%	0.84	34.0%	0.90	31.0%	0.99
Capital component [ \$423,665]	4.9%	8.7%	0.56	8.1%	0.60	10.0%	0.48	5.1%	0.95
Bad debt [ \$422,001]	4.8%	3.0%	1.62	3.4%	1.42	4.1%	1.17	4.0%	1.20
Fiscal Statistics									
Operating margin	10.3%	6.1%	1.70	9.2%	1.11	6.0%	1.72	5.2%	1.97
Total hospital profit margin	10.8%	6.4%	1.70	9.7%	1.11	6.0%	1.81	6.1%	1.76
Return on equity	13.8%	10.0%	1.38	12.2%	1.13	12.9%	1.07	7.2%	1.93
Current ratio	1.7	2.5	0.66	3.0	0.56	1.6	1.01	2.0	0.85
Days in net patient accounts receivable	106.5	57.8	1.84	61.1	1.74	66.9	1.59	.	.
Average payment period	103.5	52.6	1.97	48.8	2.12	68.0	1.52	85.6	1.21
Equity financing	58.6%	56.2%	1.04	65.6%	0.89	49.6%	1.18	76.6%	0.77
Long-term debt to equity ratio	0.4	0.5	0.84	0.3	1.22	0.6	0.61	0.1	6.55
Times interest earned	56.3	5.0	11.23	9.2	6.12	4.0	14.22	16.8	3.36
Total asset turnover	0.7	0.9	0.84	0.8	0.90	1.1	0.70	0.9	0.84
Average age of plant: years	13.7	9.5	1.44	9.3	1.48	9.2	1.50	14.8	0.93
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	2.4%	.
Output gross rev (% of total gross pt. rev)	56.4%	44.1%	1.28	53.4%	1.06	65.7%	0.86	55.2%	1.02
Net Revenue Statistics									
Inpatient net revenue per discharge	\$4,702	\$7,870	0.60	\$5,095	0.92	\$3,434	1.37	\$4,678	1.01
Inpatient net revenue per day	\$1,585	\$1,834	0.86	\$1,516	1.05	\$1,535	1.03	\$1,555	1.02
Outpatient net rev per visit	\$76	\$343	0.22	\$342	0.22	\$232	0.33	\$62	1.22